

March 23, 2007 memorandum from the Chief Probation Officer regarding Implementation of Camp Redesign - Second Quarterly Status Report

June 21, 2007 memorandum from the Chief Probation Officer regarding Implementation of Camp Redesign - Third Quarterly Status Report (April 2007 - June 2007)

December 20, 2007 memorandum from the Chief Probation Officer regarding Implementation of Camp Redesign - Fifth Quarterly Status Report (October 2007 - Decemer 2007)

March 31, 2008 memorandum from the Chief Probation Officer regarding Implementation of Camp Redesign - Sixth Quarterly Status Report (January 2008 - March 2008)

July 3, 2008 memorandum from the Chief Probation Officer regarding Implementation of Camp Redesign - Seventh Quarterly Status Report (April 2008 - June 2008)



ROBERT B. TAYLOR  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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March 23, 2007

TO: Each Supervisor

FROM: Robert B. Taylor *Robert B. Taylor*  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – SECOND QUARTERLY STATUS REPORT**

Pursuant to your Board's September 26, 2006 instruction, this is our Second Quarterly Status Report regarding the implementation of Camp Redesign which covers primarily January through March 2007. Although implementation is underway, significant work remains in not only transforming our camp operations, but also our intent to ensure a continuum of service delivery when minors reintegrate into the community.

This report provides our 1) context for camp redesign implementation; 2) camp redesign implementation strategy; and 3) status updates on the accomplishment of camp redesign goals.

### **I. CONTEXT FOR CAMP REDESIGN IMPLEMENTATION**

**CWLA Program Audit Recommendations** – The CWLA program audit report included the following five recommendations that pertain specifically to Camp Redesign:

- **Recommendation #23:** *Conduct a comprehensive examination of the camps program utilizing the best available operational, staffing, training, educational, and programmatic practices to determine how policy, program, and practice could be changed to meet desired goals of the RTSB Camp Program.*
- **Recommendation #24:** *Initiate a comprehensive evaluation of the camp's effectiveness in terms of client outcomes to determine what is the best use of the camps, for which types of offenders, for what length of time, etc. This could be accomplished in part through the development of a database accompanying the use of the new screening form to be used by the department for placement in the camps, suitable placement, and CYA.*

- **Recommendation #35:** Reinforce the use of the LARRC to assess risk/needs by using it as a foundation to develop individual case plans and to provide supervision and services to produce improved client outcomes.
- **Recommendation #36:** Undertake a systematic study to evaluate the implementation of the LAARC as an assessment tool as well as its usefulness for other case management functions.
- **Recommendation #38:** Examine each transition/transfer point and ensure continuity of supervision and services as well as accuracy of information prior to transfer; reduce the number of transfers from one probation officer to another.

**Commitment to Implementation of Evidence-Based Practices** – Last fall, the Department committed to implementation of evidence-based practices (EBP) throughout its probation operations (i.e., juvenile halls, juvenile camps, and adult/juvenile field offices). This commitment necessitated reevaluating juvenile assessments, camp programs, camp staffing skills, and the camp nexus to aftercare and community-based EBP interventions and service delivery. This has required the Department to revisit its Camp Redesign strategies in light of EBP principles, the Title IV-E Waiver, Mental Health Services Action (MHSA) funding, and other resources currently available to the Department in order to effectively implement EBP interventions and services in the Department's 18 camps, the Dorothy Kirby Center, and the community.

**Department of Justice's Review of Camp Operations** – During the past three months, the United States Department of Justice (DOJ) initiated and completed its preliminary investigation of 10 County camps which generally focused on seven areas:

- Youth-on-youth violence and harm;
- Youth self-harm;
- Staff-on-youth violence and harm;
- Separation of camp juveniles by risk/needs;
- Use of the Special Housing Unit (SHU);
- Behavior management system; and
- Records management and administration.

On March 7, 2007, we provided your Board's Justice Deputies with an initial response to the DOJ findings. In essence, the Department is already:

- Reviewing and revising all RTSB policies and procedures and compiling them in a new RTSB policies and procedures manual that will also be published on ProbNet, the Department's internal web site.



- Training all camp staff in the following areas: suicide prevention, safe crisis management, use of force, and child abuse reporting.
- Establishing a Camp Assessment Unit to ensure that low-risk-of-recidivism/low-criminogenic-need youths are not placed in camps with a medium and high-risk juvenile population.
- Revising the existing behavioral management system, the Merit Ladder, to emphasize research- and strength-based rather than punitive approaches to changing youth conduct.
- Training camp staff in evidence-based practices, core correctional practices and motivational interviewing designed to replace custodial with "change agent" staff attitudes and to provide staff with the relational and responsive skills that research shows will lead to a reduction in staff-on-youth violence and harm.
- Preparing to deliver to youth in camps cognitive-restructuring (Thinking for a Change) and cognitive skills (Aggression Replacement Training) training that research demonstrates will reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.



## **II. CAMP REDESIGN IMPLEMENTATION STRATEGY**

The Department has developed three Camp Redesign goals aimed to:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through evidence-based practices.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

The Department has also developed the following 11-point Camp Redesign strategy to accomplish the above three goals in the nine camps that are part of Phase 1 implementation.

1. **LARRC Assessments** – The Juvenile Field Services Bureau is having a consultant look at a large, random sample of LARRC assessments in order to help the Department develop (a) “cut scores” for identifying low, medium, high, and extremely high-risk juvenile delinquents and (b) criminogenic need domains to be addressed in juvenile case plans. The results are essential to the development of an automated case plan that will eventually be included in the Probation Case Management System (PCMS), which is now scheduled for initial implementation in September 2007.
2. **Assessment Center** – The Department is preparing to start up an Assessment Center at the Barry J. Nidorf Juvenile Hall in April 2007; the opening was delayed two months due to problems in completing construction and installing telephones and computers. The Assessment Center will include multidisciplinary staff from Probation, DMH, and LACOE. This multidisciplinary staff will be responsible for
  - Working closely with the Department’s Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community (i.e., foster care homes or group homes) rather than in camps.
  - Further mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.
  - Further psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.



3. **RTSB Academy Training** – The Department has established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first class of 23 new RTSB staff began the new academy on December 11, 2006, and graduated on January 5, 2007. The second class of 23 new RTSB staff began the new academy on January 16, 2007, and graduated on February 16, 2007.
4. **Gender-Specific Camps** – On January 21, 2007, the Department reopened Camp Scudder, one of two gender-specific camps for girls. The other gender-specific camp is Camp Scott. All Camp Scudder staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum before the camp reopened. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, DHS-JCHS, LACOE and CBO representatives that work at Camp Scott.
5. **Challenger Memorial Youth Center (CMYC) Camps** – The six CMYC camps are currently in the process of being reprogrammed to handle medium and high-risk juvenile delinquents with significant mental health issues. This means that:
  - CMYC camps will focus on addressing the criminogenic needs of medium and high-risk juvenile delinquents rather than simply detaining juveniles in camps due to their history of WIC 707(B) violent offenses.
  - CMYC camps will also utilize one or two camps to house extremely high-risk juvenile delinquents that need very close supervision and specific EBP interventions to address their responsivity issues before such juveniles can be housed and schooled with medium and high-risk juveniles at CMYC camps.
  - CMYC camps will establish an Intervention Center with DPOs that have had additional training in specific EBP interventions to provide treatment/ services as required in juvenile case plans.

CMYC camps will also reestablish Case Management Teams consisting of a DPO II and a DPO I (augmented by DMH and LACOE staff on an as-needed basis) to (a) update LARRC, mental health, and/or educational assessments; (b) develop and update juvenile case plans; (c) deal with cases of severe conduct disorder; and (d) facilitate aftercare planning and transition of juveniles back to their communities.

6. **EBP Staff Skills Training** – During the next four months, RTSB will be (a) adding EBP-related skills to its academy curriculum, (b) delivering such EBP training to the Phase 1 camps, and (c) establishing a schedule for having all remaining RTSB staff complete such EBP-related courses by the end of 2007.



The Department is currently working with The Resources Company to provide training of Phase 1 camp staff in evidence-based practices and principles; strength-based approaches; core correctional practices such as the appropriate use of authority and establishing productive relationships with youth; and motivational interviewing (40 hours).

The Resources Company has also outlined an 8-hour course in core correctional practices for all persons providing educational, human, and support services in camps – including community-based organization service providers and volunteers – to attend as a precondition for working in our camps.

7. **EBP Interventions** – The Department is working with The Resources Company to implement and establish EBP training programs for the following five EBP interventions:

- ***Making Changes:*** a 12-hour motivational curriculum that would be administered to youth arriving at Challenger in the first month of their stay in the camps.
- ***Thinking for a Change (T4C):*** a 44-hour cognitive restructuring curriculum that would be delivered in small group sessions to youth at Challenger and, eventually to boys in 16 juvenile camps.
- ***Moving On for Girls:*** a 60-hour cognitive restructuring curriculum that would be delivered in small group sessions to all girls in Camps Scott and Scudder.
- ***Aggression Replacement Training (ART):*** a 30-hour cognitive-behavioral skills training curriculum that would be delivered in small group sessions to high-risk juveniles at Challenger camps.
- ***Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST):*** a 24-hour curriculum to teach camp supervisors how to provide on-the-job (OJT) training in cognitive-behavior principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.

In the case of each EBP intervention (other than ASSISST), the Department is selecting about 16 camp staff from Probation and Mental Health to be trained as small group facilitators that will begin running, under direct supervision of the external trainers, 2-3 groups in their respective camps as soon as they complete an initial week of training. Ideally, each group will be facilitated by a dyad comprised of a Probation DPO and a Mental Health clinician. Each dyad will be videotaped once or twice in their groups, so that the EBP intervention trainers can observe and critique their facilitation techniques and then provide a second



week of training and coaching in the facilitation of their respective EBP intervention. At the conclusion of the initial run of groups, the EBP intervention trainers will recommend 4-6 facilitators to be selected and further taught how to train other camp staff in their respective EBP interventions.

8. **Behavior Management System** – In early February 2007, The Resources Company arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the Challenger camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.

RTSB has developed a Behavior Management System to be implemented in all 18 camps during April and May 2007. The system will:

- Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;
- Help youth internalize positive social controls;
- Restructure a youth's internal reward and incentive system from a focus on just material objective to pro-social human relational goals; and
- Develop and implement behavior modification stores by September 7, 2007.

9. **Life Excelerator – Assessment of Personal Skills (LEAPS)** – In March, the Department began implementing 38 modules of the LEAPS curriculum in all camps. Each module provides a one-hour training of youth in a specific social and emotional skill in one of the following categories:

- Friends
- School rules
- Stress and anxiety
- Respecting self and others
- Anger and emotional management
- Communication and presentation

- Managing time and attention
- Social life.

The Department has informed LACOE that it intends to utilize one hour of the school day to teach the LEAPS modules to youth in camp.

10. **Juvenile Court** – The Department has worked very closely with the Juvenile Court on development of Camp Redesign strategies. The Resources Company and Department management have trained virtually all 27 Juvenile Court delinquency judges in EBP principles and briefed them on Camp Redesign strategies. The Juvenile Court delinquency judges appear to be very supportive of the Camp Redesign strategies, however, they are more interested in effective implementation of the strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 11-12 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the Phase 1 camps.
11. **Collaboration Efforts** – Following up on its November 2006 Community Corrections Collaborative Conference, the Department is reaching out to other public agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation, such as:
  - **Camp Glenn Rockey:** Collaboration with Department of Mental Health staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant program. The purpose of the MIOCR grant is to help improve mental health assessment, EBP intervention, and aftercare treatment of juveniles ordered to camp. Camp Rockey has been designated as a second location to provide enhanced mental health support services. Currently, only the Challenger camps provide 24-hour medical coverage for youth taking psychotropic medications and/or in need of mental health services.
  - **Camps Joseph Scott & Kenyon Scudder:** Inclusion of representatives from the Girls Collaborative on the steering committee and subcommittees that are reviewing and refining camp programs to ensure that they are evidence-based and consistent with Camp Redesign strategies.
  - **Camp David Gonzales:** Implementation of an enhanced education/transition services program to provide (a) a model Individual Learning Plan (ILP) for each juvenile that includes education and/or vocational training both in camp and during transition back into the community and (b) instructional model(s) for teaching homework, tutoring, counseling, etc., that address the responsivity factors of juveniles in camp.



### **III. ACCOMPLISHMENT OF CAMP REDESIGN GOALS**

In the First Quarter Report, the Department identified seven specific goals associated with Camp Redesign. Below is a "scorecard" on where the Department stands in achieving these goals.

<b>Camp Redesign Goal</b>	<b>Goal Status</b>
Fully implementing a staff-to-minors ratio of 1:8 at those CMYC camps which house the more high-risk offenders.	The Department is currently recruiting, hiring, and training the additional camp staff recently approved by the Board to achieve the desired ratio.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company is updating the EBP Comprehensive Action Plan to reflect the Board's March 13th approvals of the additional personnel items needed to effectively implement the Plan.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department has finalized and is now implementing its Camp Redesign strategy. The Resources Company will now begin assisting the Department with integration of Camp Redesign and CCTP strategies and programs.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and The Resources Company have scheduled EBP staff skills and intervention training for the Phase 1 camps to be delivered in the next 6 months.
Beginning to implement EBP staff training, interventions, and services at the 6 CMYC camps.	The Resources Company is training EBP intervention facilitators in Moving On for Girls in April (Scott/Scudder) and in Thinking for a Change in May (Challenger camps). Camp staff will begin facilitating those EBP interventions in the same months.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line at the beginning of the next fiscal year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff are currently working with CIO and ISD to implement a pilot version of the dashboard system by June 1 <sup>st</sup> . The dashboard system will be comparable to those already implemented by DCFS and DPSS.



We will continue to report our progress in accomplishing the preceding goals in our next quarterly report. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources recently approved by your Board.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Acting Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: David E. Janssen, Chief Administrative Officer  
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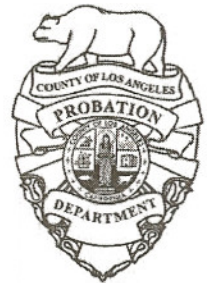


ROBERT B. TAYLOR  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

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June 21, 2007

TO: Each Supervisor

FROM: Robert B. Taylor *Robert B. Taylor*  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – THIRD QUARTERLY  
STATUS REPORT (APRIL 2007 – JUNE 2007)**

Pursuant to your Board's September 26, 2006 instruction, this is our Third Quarterly Status Report regarding the implementation of Camp Redesign, which covers primarily April through June 2007. Consistent with our previous reports, the context for camp redesign implementation continues to be on five Child Welfare League of America program audit recommendations, a commitment to implementing Evidence-Based Practices (EBP) throughout probation operations (juvenile halls, juvenile camps, and adult and juvenile field offices), and most recently, a focus on the United States Department of Justice (DOJ) review of camp operations.

This report provides an update on 1) the DOJ's review of our camp operations; 2) our 12-point camp redesign implementation strategy; and 3) our accomplishment of camp redesign goals.

### **I. DEPARTMENT OF JUSTICE REVIEW OF CAMP OPERATIONS**

In early March, 2007, the DOJ completed its investigation of nine of our camps (six Challenger camps and Camps Holton, Kilpatrick, and Scott) in which DOJ generally focused on the following seven areas:

- Youth-on-youth violence and harm;
- Youth self-harm;
- Staff-on-youth violence and harm;
- Separation of camp juveniles by risk/needs;
- Use of the Special Housing Unit (SHU);
- Behavior management system; and
- Records management and administration.



Relative to the information provided to your Board's Justice Deputies on March 7, 2007, regarding our initial response to DOJ findings, the Department has already accomplished a major initiative – the establishment of a Camp Assessment Unit to ensure that low-risk-of-recidivism/low-criminogenic-need youth are not placed in camps with medium or high-risk juveniles. In addition, the Department continues:

- Reviewing and revising all Residential Treatment Services Bureau (RTSB) policies and procedures and compiling them in a new RTSB policies and procedures manual that will also be published on ProbNet, the Department's internal web site.
- Training all camp staff in the following areas: suicide prevention, safe crisis management, and child abuse reporting.
- Revising the existing behavioral management system, the Merit Ladder, to emphasize research- and strength-based rather than punitive approaches to changing youth conduct.
- Training camp staff in Evidence-Based Principles, Core Correctional Practices (CCP), and Motivational Interviewing (MI) designed to replace custodial with "change agent" staff attitudes and to provide staff with the relational and responsive skills that research shows will lead to a reduction in staff-on-youth violence and harm.
- Preparing to deliver cognitive-restructuring training, Thinking for a Change (T4C), to male youth in camps, and Girls Moving On (GMO) to female youth. Research demonstrates these will reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- Preparing to deliver 38 modules of the Life Excelsior – Assessment of Personal Skills (LEAPS) curriculum to youth in camps which provide social and emotional skills training that addresses criminogenic needs.

## **II. CAMP REDESIGN IMPLEMENTATION STRATEGY**

As indicated in previous reports, the Department's three Camp Redesign goals are:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.



The Department has also developed the following 12-point Camp Redesign strategy to accomplish the preceding three goals in the eight camps that are part of Phase 1 implementation.

1. **Los Angeles Risk and Resiliency Check-Up (LARRC) Assessments** – The Probation Department engaged a consultant to look at a large, random sample of LARRC assessments to assist the Department in developing (a) “cut scores” for identifying low, medium, high, and extremely high-risk juvenile delinquents and (b) criminogenic need domains to be addressed in juvenile case plans. The results are being used in the development of an automated case plan that will be part of the Probation Case Management System (PCMS), which is scheduled for initial implementation in February 2008.
2. **Camp Assessment Unit** – The Department implemented a Camp Assessment Unit at Barry J. Nidorf Juvenile Hall in April 2007, which includes multidisciplinary staff from the Probation Department, Department of Mental Health (DMH), and the Los Angeles Office of Education (LACOE) who are responsible for:
  - Working closely with the Department’s Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps and that they and their families are provided treatment services.
  - Conducting additional mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.
  - Conducting additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.
3. **RTSB Training Academy** – The Department has established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first academy class of 23 staff began on December 11, 2006, and graduated on January 5, 2007. Since then, 21 additional staff have graduated. Additional academy classes will resume after the Department’s Training and Learning Development Services (TLDS) and RTSB staff have completed training juvenile probation staff in PCMS, which is scheduled to occur from August through October 2007.
4. **EBP Staff Skills Training** – During the past three months, The Resources Company (TRC) consultants and 21 RTSB trainers have trained more than 250 camp staff from Challenger and Scott/Scudder in the following EBP-related skills



- **EBP Principles:** a 2-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)
- **Core Correctional Practices:** a 19-hour training in the effective use of authority, appropriate modeling and reinforcement, problem solving, and quality of interpersonal relationships
- **Motivational Interviewing:** a 19-hour training in effective communication with juvenile delinquents

All remaining RTSB staff are scheduled to complete the above EBP staff skills training by the end of 2007. In addition, as a requirement for working at our camps, TRC has also developed an 8-hour course in Core Correctional Practices for all persons providing educational, human, and support services in camps – this includes Probation night staff, LACOE teachers, CBO service providers, and Faith-Based Organization (FBO) volunteers. This training is being provided by early July 2007.

5. **EBP Interventions** – The Department is working with TRC to implement and establish EBP training programs for the following six EPB interventions:

- **Making Changes:** a 12-hour motivational curriculum that would be administered to all youth in the first 15 days of their stay in camp to determine their readiness for EBP treatments.
- **Girls Moving On:** a 50 to 60-hour cognitive restructuring curriculum that will be delivered in small group sessions to all girls in Camps Scott and Scudder which started on June 18. Girls Moving On has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- **Thinking for a Change:** a 44-hour cognitive restructuring curriculum that will be delivered in small group sessions to youth in Camp Scobee starting on June 25<sup>th</sup> and, eventually, to boys in 16 juvenile camps. Thinking for a Change has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- **Aggression Replacement Training (ART):** a 30-hour cognitive-behavioral skills training curriculum that will be delivered in small group sessions to high-risk juveniles at Challenger camps beginning on September 10. Aggression Replacement Training has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm stemming from poor anger management skills.



- **Substance Abuse Treatment (SAT):** The Department, with TRC's technical assistance, is currently evaluating three substance abuse treatment curricula for use in all juvenile camps. A choice should be made in early July, with the training of RTSB and TLDS staff to occur this summer, and training of all camp DPOs to occur during the course of FY 2007-08
- **Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST):** a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in cognitive-behavior principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.

With the exception of ASSISST, for each of the above EBP interventions, the Department is selecting approximately 16 camp staff from Probation and DMH to be trained as small group facilitators that will, under direct supervision of the external trainers, begin running 1-2 groups in their respective camps as soon as they complete an initial week of training. Ideally, each group will be facilitated by a DPO and a DMH clinician. These facilitators will be videotaped once or twice in their groups, so that the EBP intervention trainers can observe and critique their facilitation techniques and then provide a second week of training and coaching in the facilitation of their respective EBP intervention. At the conclusion of the initial run of groups, the EBP intervention trainers will recommend 4-6 facilitators to be selected and further taught how to train other camp staff in their respective EBP interventions.

6. **Gender-Specific Camps** – On January 21, 2007, the Department reopened Camp Scudder, one of two gender-specific camps for girls. The other gender-specific camp is Camp Scott. All Camp Scudder staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum before the camp reopened. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott. In May, TRC consultants trained 16 Scott/Scudder Probation and DMH staff in EBP Principles, CCP, and MI and provided the first half of an 80-hour training in GMO, a cognitive restructuring curriculum that addresses five of the top eight criminogenic needs of juvenile girls. The second half of the training is scheduled for August. During the week of June 18, GMO facilitators began running nine GMO small groups in the two camps.



7. **Challenger Memorial Youth Center (CMYC) Camps** – The six CMYC camps are currently in the process of being reprogrammed to handle medium and high-risk juvenile delinquents with significant mental health issues. This means that:

- CMYC camps will focus on addressing the criminogenic needs of medium and high-risk juvenile delinquents rather than simply detaining juveniles in camps due to their history of Welfare and Institutions Code 707(B), Violent Offenses.
- Three CMYC camps (Resnik, Smith and Scobee) will be used to house and school high-risk juvenile delinquents that need very close supervision and specific EBP interventions to address their responsivity issues. The three other CMYC camps (Camps Jarvis, McNair, and Onizuka) will be used to house and school medium and high-risk juveniles.
- CMYC staff will utilize classrooms and trailers to provide specific EBP interventions in small groups of 8 to 10 juveniles based on criminogenic needs identified with the LARRC and documented in juvenile case plans.

RTSB received funding for three trailers (one each at CMYC and Camps Rocky and Scudder) to provide additional living spaces for camp staff. This will enable these camps to free up existing living quarters for conversion to program space for EBP small groups and other treatments. We are working with CAO and Department of Public Works staff to expedite the clearances needed for construction, and to connect the trailers to electrical, water, and sewer utilities at the three locations.

In May, TRC consultants trained 16 CMYC staff from Probation and DMH in the first half of an 80-hour training in T4C, a cognitive restructuring curriculum that addresses five of the top eight criminogenic needs of juvenile boys. The second half of the training is scheduled for August. Thinking for a Change facilitators will begin running eight T4C small groups at Camp Scobee scheduled to reopen during the week of June 25.

Challenger Memorial Youth Center camps will also reestablish Case Management Teams consisting of a DPO II and a DPO I (augmented by DMH and LACOE staff on an as-needed basis) to (a) update LARRC, mental health, and/or educational assessments; (b) develop and update juvenile case plans; (c) deal with cases of severe conduct disorder; and (d) facilitate aftercare planning and transition of juveniles back to their communities.

8. **Behavior Management System** – In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.

RTSB is developing a new Behavior Management System to be implemented at all 18 camps by the end of this calendar year which will:

- Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;
  - Help youth internalize positive social controls;
  - Restructure a youth's internal reward and incentive system from a focus on just material objective to pro-social human relational goals; and
  - Develop and implement behavior modification stores by September 7, 2007.
9. **Life Excelerator – Assessment of Personal Skills** – In March, the Department began implementing 38 modules of the LEAPS curriculum in all camps. Each module provides a one-hour training of youth in a specific social and emotional skill in one of the following categories:
- Friends
  - School rules
  - Stress and anxiety
  - Respecting self and others
  - Anger and emotional management
  - Communication and presentation
  - Managing time and attention
  - Social life.

The Department intends to teach the same LEAPS module in all camps on any given day.



10. **Program Evaluation** – The Department's Quality Assurance Services (QAS) Bureau has assigned one of its two existing Program Evaluation Office (PEO) teams (5 staff) to RTSB to help camp staff at Scott/Scudder and the Challenger camps revise and document workflow, protocols, and indicators in the following areas:

- Screening of youth to determine if camp is appropriate for them
- Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)
- Camp assignment based on risk scores and responsivity factors
- Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)
- Internal classification of youth to specific living units
- Initial case planning within the first 30 days in camp
- Pre-testing for any EBP treatments
- Service delivery: EBP interventions, educational services, health and mental health services, and other activities
- Case management to review each youth's progress in camp
- Behavior management
- Post-testing for any EBP treatments
- Reassessment and case plan updates for aftercare.

All five PEO staff have prior camp experience that will enable them to provide value-added technical assistance in the above areas. They will also then be well positioned to conduct fidelity assessments and other types of program evaluation in the camps.

11. **Juvenile Court** – The Department has worked very closely with the Juvenile Court on development of Camp Redesign strategies. The Resources Company and Department management have trained virtually all 27 Juvenile Court delinquency judges in EBP principles and briefed them on Camp Redesign strategies. The Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, however, they are more interested in effective implementation of the strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 11-12 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps.

12. **Collaboration Efforts** – Following up on its November 2006 Community Corrections Collaborative Conference, the Department is reaching out to other public agencies, CBOs, and FBOs to include them in EBP implementation, such as:

- **Camp Glenn Rockey:** Collaboration with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant program. The purpose of the MIOCR grant is to help improve mental health assessment, EBP intervention, and aftercare treatment of juveniles ordered to camp. Camp Rockey has been designated as a second location to provide enhanced mental health support services. Currently, only the Challenger camps provide 24-hour medical coverage for youth taking psychotropic medications and/or in need of mental health services. On June 12, 2007, as part of the FY 2007-08 State Budget process, MIOCR funding was eliminated from the State Budget. However, as with any other proposed funding reduction, there is a potential for restoration of the funds as part of the Final State Budget negotiations.
- **Camps Joseph Scott & Kenyon Scudder:** Inclusion of representatives from the Girls Collaborative on the steering committee and subcommittees that are reviewing and refining camp programs to ensure that they are evidence-based and consistent with Camp Redesign strategies.
- **Camp David Gonzales:** Implementation of an enhanced education/transition services program to provide (a) a model Individual Learning Plan (ILP) for each juvenile that includes education and/or vocational training both in camp and during transition back into the community and (b) instructional model(s) for teaching homework, tutoring, counseling, etc., that address the responsivity factors of juveniles in camp.



### **III. ACCOMPLISHMENT OF CAMP REDESIGN GOALS**

In the First Quarter Report, the Department identified seven specific goals associated with Camp Redesign. The "scorecard" below indicates where the Department stands in achieving these goals.

<b>Camp Redesign Goal</b>	<b>Goal Status</b>
Fully implementing a staff-to-minors ratio of 1:8 at those CMYC camps which house the more high-risk offenders.	As of May 31, CMYC camps have 310 of 335 camp staff on board. RTSB is currently recruiting/hiring the remaining camp staff.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company (TRC) has updated the EBP Comprehensive Action Plan to reflect the Board's March 13 <sup>th</sup> approval of additional personnel items. The Department is getting ready to begin a planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department has finalized and is now implementing its Camp Redesign strategy. TRC will now begin to assist the Department with integration of Camp Redesign, CCTP, and juvenile field strategies and programs.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of Scott/Scudder staff will continue periodically throughout the rest of 2007. Moving On for Girls and LEAPS small group interventions began on June 18 <sup>th</sup> .
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of CYMC staff will continue periodically throughout the rest of 2007. Thinking for a Change and LEAPS small group interventions will begin in early July.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line in the second half of this year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff are currently working with CIO and ISD to implement a pilot version of the dashboard system by July 23 <sup>rd</sup> . The dashboard system will be comparable to those already implemented by DCFS and DPSS.

Each Supervisor  
June 21, 2007  
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We will continue to report our progress in accomplishing the preceding goals in our next quarterly report. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources recently approved by your Board.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Acting Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: David E. Janssen, Chief Administrative Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
J. Tyler McCauley, Auditor-Controller  
Raymond G. Fortner, Jr., County Counsel  
Michael J. Henry, Director of Personnel  
Dr. Bruce Chernof, Director, Department of Health Services  
Dr. Marvin J. Southard, Director, Department of Mental Health  
Dr. Darlene P. Robles, Superintendent, Los Angeles County Office of Education  
Justice Deputies



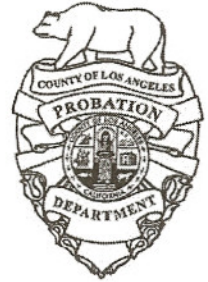


ROBERT B. TAYLOR  
Chief Probation Officer

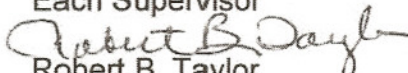
## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



December 20, 2007

TO: Each Supervisor  
FROM:   
Robert B. Taylor  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – FIFTH QUARTERLY  
REPORT (OCTOBER 2007 – DECEMBER 2007)**

Pursuant to your Board's September 26, 2006 instruction, this is our Fifth Quarterly Report regarding the implementation of Camp Redesign, which covers October through December 2007. The context for camp redesign implementation continues to be five Child Welfare League of America program audit recommendations, the Department's commitment to implementing Evidence-Based Practices (EBP) throughout Probation juvenile camp and adult and juvenile field office operations, and the United States Department of Justice (DOJ) review of camp operations.

This report provides an update on 1) our 14-point camp redesign implementation strategy (Attachment I) and 2) our accomplishment of the seven camp redesign goals identified in our initial quarterly status report (Attachment II).

### **I. CAMP REDESIGN IMPLEMENTATION GOALS & 14-POINT STRATEGY**

As indicated in previous reports, the Department's three primary Camp Redesign goals are:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

To accomplish the above three goals, in February 2007, the Department established a 12-point Camp Redesign strategy in the eight camps (six Challenger Memorial Youth Center camps, and Camps Scott and Scudder) that are part of Phase 1 implementation of EBP. Last summer, the Department has developed two additional strategies (Nos. 13 and 14) pursuant to Board motions. Our 14-point Camp Redesign strategy and implementation status are summarized in Attachment I. ***Current implementation issues are identified in bold face italics.***

As we move forward with Camp Redesign implementation, we are pleased to report that Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, and are very interested in effective implementation of our strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 9-10 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps.

## **II. STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL REPORT**

In the First Quarterly Report, the Department identified seven specific goals associated with Camp Redesign. These goals and their implementation status are summarized in Attachment II.

We will continue to report our progress in accomplishing these goals and strategies in future quarterly reports. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources approved by your Board in the past six months.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
William T Fujioka, Chief Executive Officer  
Doyle Campbell, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
J. Tyler McCauley, Auditor-Controller  
Raymond G. Fortner, Jr., County Counsel  
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Dr. Darlene P. Robles, Superintendent, Los Angeles County Office of Education  
Justice Deputies



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
1	<p><b>Assessments</b> – All youth will have the following assessments within 15 days of arrival in camp:</p> <ul style="list-style-type: none"> <li>• Current (within past 5 months) and valid Los Angeles Risk and Resiliency Check-up (LARRC)</li> <li>• MAYSI-2 mental health screening</li> <li>• Comprehensive mental health assessment (if appropriate)</li> <li>• Psychosocial assessment (if needed to diagnose learning disabilities and/or special education needs)</li> <li>• Trailer assessments to diagnose the following learning responsivity factors: <ul style="list-style-type: none"> <li>- Teen Addiction Severity Index (TASI) for assessment of alcohol and/or drug abuse</li> <li>- SNAP-IV assessment for ADHD and/or other disruptive behavior disorders, or DBDs</li> <li>- Diagnostic Interview Schedule for Children (DISC)</li> </ul> </li> </ul> <p>Evidence-based practices indicate that validated assessment tools, such as the LARRC, are key to (a) classifying juveniles according to risk of reoffending, (b) providing appropriate intervention and treatments to medium and high-risk delinquents, and (c) avoiding harm to low-risk juveniles.</p>	<p>The Department implemented a Camp Assessment Unit (CAU) at the Barry J. Nidorf Juvenile Hall in April 2007. It includes multidisciplinary staff from Probation, Department of Mental Health (DMH), and the Los Angeles County Office of Education (LACOE) to:</p> <ul style="list-style-type: none"> <li>• Complete LARRC assessments as needed.</li> <li>• Work closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps.</li> <li>• Conduct additional mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.</li> <li>• Conduct additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.</li> </ul> <p>The Department has the LARRC, MAYSI-2, and comprehensive mental health assessments in place. <b>CAU staff have just finished developing a detailed flow script of the camp assessment process.</b></p> <p>The CAU currently has 8 Probation staff, 2 DMH staff, and 0.5 FTE LACOE staff. <b>The CAU needs additional DMH and LACOE staffing to ensure that juvenile assessments are completed in a timely manner, so that youth ordered to camp are not held in juvenile halls awaiting proper evaluation.</b></p> <p><b>Although the Department has identified appropriate trailer assessments, Probation and/or DMH staff still need to be trained in administering and interpreting them.</b></p>



### 14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
2	<p><b>Case Plans</b> – All youth will receive a completed juvenile case plan within 30 days of arrival in camp.</p> <p>The Probation Department is working with the Juvenile Court to revise court reports along the following lines:</p> <ul style="list-style-type: none"> <li>- Initial court report containing assessment results and case plan within 30 days of youth's arrival in camp. Initial court report due within 60 days of arrival.</li> <li>- Final court report containing updated transistion plan for the youth's aftercare and transition to the community at least 30 days prior to the youth's scheduled release from camp</li> <li>- Mid-term court report for youth ordered to camp for 9-10 months (or longer).</li> </ul>	<p>The Department is developing a new Probation Case Management System (PCMS) that will provide a single, integrated juvenile case plan for use in the camps and in the field (for both home on probation and placement cases).</p> <p><b>However, implementation of PCMS has been delayed to mid 2008.</b> In the meantime, TRC consultants and RTSB staff in the Phase 1 camps are developing an interim case planning guide to capture key risk factors, criminogenic needs, responsivity factors, and treatment programs for case planning purposes.</p>
3	<p><b>RTSB Academy</b> – All new camp staff will complete the RTSB Academy, including training in EBP principles, practices and staff skills.</p>	<p>Late last year, the Department established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first Academy class of 23 staff began on December 11, 2006 and graduated on January 5, 2007. Since then, 24 additional staff graduated from that Academy.</p> <p>Last month, RTSB and the Training &amp; Learning Development Services (TLDS) Division updated the RTSB Training Academy curriculum to incorporate EBP training and additional courses to address DOJ issues identified in the camps. The Department began training new RTSB staff in the revised curriculum on September 4<sup>th</sup>; they graduated on October 11<sup>th</sup>.</p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
4	<p><b>EBP Staff Skills Training</b> – All camp staff will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>EBP Principles:</b> 4-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)</li> <li>• <b>Core Correctional Practices:</b> 18-hour training in the effective use of authority, appropriate role modeling and reinforcement, problem solving, and quality of interpersonal relationships</li> <li>• <b>Motivational Interviewing:</b> 20-hour training in effective communication with juvenile delinquents.</li> <li>• <b>Effective Case Management:</b> 16-hour training in the essential elements of successful case management – problem definition/analysis; review of previous successes and failures; and establishment of priorities for behavioral change, achievable goals and measurable outcomes, and specific steps and timetables for accomplishing them.</li> </ul> <p>All other persons providing educational, human, and support services in camps (e.g., Probation night staff, LACOE teachers, CBO service providers, and faith-based organization (FBO) volunteers) will receive 8 hours of training in Core Correctional Practices.</p>	<p>During the 3rd quarter, TRC consultants and 21 RTSB trainers trained more than 250 camp staff from Challenger and Scott/Scudder in these EBP-related skills.</p> <p>At the end of June, RTSB trainers trained 22 out of 108 (20%) Probation night staff in the 8-hour Core Correctional Practices. The remaining staff will be trained by June 30, 2008.</p> <p><b><i>RTSB is planning to begin booster training in Core Correctional Practices and Motivational Interviewing at the Challenger camps (starting with Camp Scobee) in February 2008.</i></b></p> <p><b><i>The Department recently obtained Board approval of a contract with TRC to provide additional EBP training beyond that provided for in Work Order No. 7-38. Among other things, this additional training will enable the Department to train more in-house staff as trainers (within both RTSB and TLDS) to deliver EBP, CCP and MI training to juvenile camp and adult/juvenile field staff and supervisors over the next 12 to 15 months. Most of the Phase 2 EBP training is scheduled to occur in February through June 2008; however, training to certify small group facilitators as in-house trainers of camp and field staff in EBP interventions will occur in the 4<sup>th</sup> quarter of 2008.</i></b></p> <p><b><i>In January 2008, RTSB will begin refresher training of all Challenger staff in the application of Core Correctional Practices and Motivational Interviewing to basic elements of supervision.</i></b></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
5	<p><b>EBP Supervisor Skills Training</b> – All camp supervisors will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>Evidence-Based Management (EBM) / Evidence-Based Supervision (EBS)</b> – a 16-hour course to teach SDPOs and Probation Directors the key elements of implementing EBP successfully: (a) understanding the change process and ways in which managers and supervisors can positively influence organizational change initiatives; (b) understanding the differences between transactional and transformational leadership models; (c) understanding the differences between tactical and strategic thinking in implementing organizational change; and (d) demonstrating various managerial and supervisory techniques for motivating staff to support and be committed to organizational change.</li> <li>• <b>Advancing Skill Sets and Interaction Styles of the Security &amp; Support Team (ASSISST)</b>: a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in social learning principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.</li> </ul>	<p>TRC consultants taught 3 EBM/EBS classes to 70 camp supervisors, directors and regional directors under Work Order No 7-38:</p> <ul style="list-style-type: none"> <li>• September 17-18</li> <li>• October 18-19</li> <li>• November 7-8</li> </ul> <p><i>The Department recently obtained Board approval of a contract with TRC to provide (a) 8 additional EBM/EBS training to supervisors and directors in the other juvenile camps and (b) 8 ASSISST training sessions to supervisors in all juvenile camps after February 1, 2008.</i></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
6	<p><b>EBP Interventions</b> – Selected camp staff will be trained to run small groups in the following 5 EPB interventions:</p> <ul style="list-style-type: none"> <li>• <b>Making Changes/Getting Motivated to Change:</b> pre-treatment curriculum that would be administered to all boys or girls, respectively, in the first 15 days of their stay in camp to determine their readiness for EBP treatments.</li> <li>• <b>Girls Moving On:</b> 50-60-hour cognitive restructuring curriculum delivered in small group sessions to all girls in Camps Scott and Scudder.</li> <li>• <b>Thinking for a Change:</b> 44-66-hour cognitive restructuring curriculum delivered in small group sessions to youth in the other 16 juvenile camps.</li> <li>• <b>Aggression Replacement Training (ART):</b> 30-45 hour cognitive-behavioral skills training curriculum for high-risk juveniles that involves structured learning, anger control, and moral reasoning.</li> <li>• <b>Pathways to Self-Discovery and Change:</b> 32-148 hour, cognitive-behavioral skills curriculum targeted for youth referred to treatment due to co-occurring problems with delinquent conduct and substance abuse. This intervention is designed to have the first one-third of the curriculum delivered in an institutional setting and the remaining two-thirds delivered in a community setting, so it is an ideal collaboration between the RTSB and Camp Community Transition Program (CCTP).</li> </ul>	<p>A TRC consultant (Christine Toner) trained 18 Probation and DMH staff in Thinking for a Change during May 2007. She is scheduled to provide on-site technical assistance and booster to T4C small group facilitators at Challenger in February. A TRC consultant (Marilyn Van Dietsen) trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and booster training in November.</p> <p><i>The Department recently obtained Board approval of a contract with TRC to (a) provide additional T4C and GMO small group facilitator training and (b) train camp staff in the other 3 EBP interventions after December 1, 2007.</i></p> <p><i>RTSB management has developed a 90-day plan to address issues encountered in implementing EBP interventions in the Phase 1 camps:</i></p> <ul style="list-style-type: none"> <li>• <i>Scheduling EBP interventions within the time constraints imposed by the 5-hour school day, 25 hours of recreation/physical education per week, and non-EBP activities that currently occur in camps.</i></li> <li>• <i>Scheduling EBP small group sessions within the constraints imposed by 56-hour shifts in camps.</i></li> <li>• <i>Collecting and processing the data for fidelity assessment of EBP small group interventions.</i></li> <li>• <i>Instituting a behavioral management system to support the new behaviors juveniles are learning in the EBP treatment groups and other interventions.</i></li> </ul>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
7	<p><b>Gender-Specific Camps</b> – Camp staff at Scott/Scudder will receive training that is evidence-based, female-responsive, and trauma-informed.</p>	<p>Before the Department reopened Camp Scudder in January 2007, camp staff completed the 144-hour RTSB Academy training curriculum <u>and</u> a 72-hour gender-specific curriculum. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott.</p> <p>A TRC consultant (Marilyn Van Dietsen) trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and November 2007.</p>
8	<p><b>Challenger Memorial Youth Center (CMYC) Camps</b> – Camp staff at all 6 Challenger camps will receive training in EBP staff skills and EBP interventions.</p>	<p>During the previous quarter, TRC consultants and 21 RTSB trainers trained about 230 staff from Challenger camps in EBP-related skills.</p> <p>A TRC consultant (Christine Toner) trained 18 Probation and DMH staff in Thinking for a Change during May 2007. She is scheduled to provide on-site technical assistance and booster training to T4C small group facilitators at Challenger in January – February 2008.</p> <p><b><i>RTSB management and TRC consultants are currently focusing on implementation of EBP interventions (i.e., T4C). The plan is to complete initial implementation by the end of 2007.</i></b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
9	<p><b>Behavior Management System</b> – Revise the existing Behavior Management System(s) to be consistent with EBP principles. In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of behavioral change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.</p>	<p>RTSB has just completed development of a new Behavior Management System to be implemented at all 18 camps by March 31, 2008. It will:</p> <ul style="list-style-type: none"> <li>• Use a merit ladder to score 6 categories of daily behavior;</li> <li>• Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;</li> <li>• Help youth internalize positive social controls;</li> <li>• Restructure a youth's internal reward and incentive system from a focus on just material objectives to pro-social human relational goals; and</li> <li>• Involve implementing behavior modification stores to reward acceptable juvenile behavior at all camps by the end of 2007.</li> </ul> <p>RTSB implemented the new Behavior Management System in Camp Joseph Scott in November and Camp Kenyon Scudder and Francis Scobee in December 2007. RTSB will implement BMS in all remaining camps in the first 3 months of 2008.</p>
10	<p><b>Life Excelerator – Assessment of Personal Skills (LEAPS)</b> – Teach 38 modules of the curriculum in all camps. Each module provides 1 hour of training per week in a specific social-emotional skill in one of eight categories: friends, school rules, stress and anxiety, respecting self and others, anger and emotional management, communication and presentation, managing time and attention, and social life.</p>	<p>In March 2007, the Department began implementing 38 modules of the LEAPS curriculum in all camps. <b><i>Probation would like to use the 5<sup>th</sup> hour of the school day to teach the LEAPS curriculum, have LACOE teachers co-facilitate the LEAPS small group sessions, and have LACOE teachers incorporate LEAPS skills training in their educational curriculum.</i></b></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
11	<p><b>Program Evaluation</b> – Camp Redesign implementation needs to be evaluated to ensure effective:</p> <ul style="list-style-type: none"> <li>• Screening of youth to determine if camp is appropriate for them</li> <li>• Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)</li> <li>• Camp assignment based on risk scores and responsivity factors</li> <li>• Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)</li> <li>• Internal classification of youth to specific living units</li> <li>• Initial case planning within the first 30 days in camp</li> <li>• Pre-testing for any EBP treatments</li> <li>• Service delivery: EBP interventions, educational services, health and mental health services, and other activities</li> <li>• Case management to review each youth's progress in camp</li> <li>• Behavior management system implementation</li> <li>• Post-testing for any EBP treatments</li> <li>• Reassessment and case plan updates for aftercare.</li> </ul>	<p>The Department's Program Evaluation Office (PEO) staff have attended all the EBP training provided to date; this includes:</p> <ul style="list-style-type: none"> <li>• EBP principles</li> <li>• Core Correctional Practices</li> <li>• Motivational Interviewing</li> <li>• Thinking for a Change</li> <li>• Girls Moving On</li> </ul> <p>PEO staff worked with RTSB management to develop a prototype program statement for Camp Scobee that can be replicated/customized by all the other camps. It was completed in December.</p> <p><b><i>RTSB and PEO need to establish data collection systems to capture and process data needed for fidelity assessments of LARRCs, case plans, use of EBP staff skills, EBP small groups, and use of the behavior management system.</i></b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
12	<p><b>Collaboration Efforts</b> – The Department needs to reach out to other County departments/agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation.</p>	<p><b>Camp Glenn Rockey:</b> Probation is collaborating with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant. <i>Implementation of this initiative has been delayed by (a) delays in hiring DMH clinical staff and (b) State budget proposals that would have eliminated MIOCR funding. Implementation began in October 2007.</i></p> <p><b>Camps Joseph Scott &amp; Kenyon Scudder:</b> Probation has included representatives from the Girls Collaborative on the EBP steering committee. <i>RTSB is planning to train CBO staff along with Probation and DMH staff as small group facilitators for EBP interventions.</i></p> <p><b>Camp David Gonzales:</b> <i>Probation staff and TRC consultants have met with camp CBOs to discuss the need for realignment with EBP and the process for CBO accreditation based on the Correctional Program Checklist (CPC).</i></p>
13	<p><b>Comprehensive Education Reform</b> – On June 19<sup>th</sup>, the Board of Supervisors directed the Probation Department, LACOE, and seven other agencies to develop a comprehensive plan to dramatically reform education programs in the County's juvenile halls and probation camps and to consider vocational schools and creative partnerships with community colleges.</p>	<p>On August 11<sup>th</sup>, the Department convened its initial Education Reform Committee meeting of the designated agencies.</p> <p>On August 20<sup>th</sup> and October 19<sup>th</sup>, the Department submitted 60-day progress reports to your Board on initial discussions among the affected stakeholders, including the addition of the Juvenile Court, the Department of Children &amp; Family Services, and the Youth Law Center.</p> <p>The Committee has met nine times and is scheduled to complete an initial draft report by the end of December 2007. The draft report will be reviewed with Justice Deputies, the CPC and ECC, and LACOE in January 2008.</p> <p>The Department plans to formally submit comprehensive education reform recommendations to the Board in early March 2008.</p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
14	<p><b><i>Probation Outcomes and Performance Indicators</i></b> – On July 31<sup>st</sup>, your Board directed the County's Chief Executive Officer and the Probation Department to (a) clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on EBP, and the performance measures for each outcome, and (b) clearly define the roles of all parties in outcomes which involve other departments/agencies to eliminate any confusion, duplication and promote efficiency and accountability. On August 30<sup>th</sup>, the Chief Executive Officer and the Chief Probation Officer submitted a brief progress report on our plans to do so.</p>	<p>The Department is using the following process to develop and implement expected outcomes and indicators:</p> <ol style="list-style-type: none"> <li>1. Establishing a Departmental consensus on primary and intermediate outcomes;</li> <li>2. Establishing programmatic performance indicators that are linked to outcomes;</li> <li>3. Determining the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;</li> <li>4. Establishing an existing baseline for each expected outcome and performance indicators; and</li> <li>5. Establishing standards and intermediate targets for each expected outcome and performance indicator and target dates for beginning to report each one, based on when and how the underlying data will become available.</li> </ol> <p>The Department is working with the Chief Information Officer to develop a dashboard reporting system comparable to the one recently piloted by DCFS; the Department provided a demonstration of the prototype version to your Justice Deputies on August 15<sup>th</sup>. The initial production system is expected to be operational by calendar yearend.</p> <p>The Department intends to begin reporting on Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007. The production system will subsequently be expanded to support various performance measurement and reporting purposes (including <i>Performance Counts!</i>) as well as accomplishment of MAPP goals by the Department.</p>



### IMPLEMENTATION STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL QUARTERLY REPORT

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at four of six CMYC camps (McNair, Resnik, Scobee, and Smith) which house the highest risk offenders.	As of August 31, all 335 CMYC camp staff items (41 GSNs, 197 DPO Is, 68 DPO IIs, and 29 SDPOs) were filled. Thus, all DPO I and II positions counted in the budgeted staff-to-minors ratio of 1:8 (and 1:10 at other camps) were filled. However, due to attrition, medical leaves, and an internal hiring freeze needed to ensure juvenile halls receive priority staffing levels, these ratios have not been operationally feasible.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company (TRC) has updated the EBP Comprehensive Action Plan to reflect the Board's March 13 <sup>th</sup> approval of additional personnel items. The Department is utilizing a strategic planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department is implementing its Camp Redesign strategy in the Phase 1 camps (Scott, Scudder, and Scobee). TRC will now begin to assist the Department with integration of EBP principles, activities, and programs within Camp Redesign, CCTP, and juvenile field.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of Scott/Scudder staff will continue periodically throughout the rest of 2007. Moving On for Girls and LEAPS small group interventions began in July.
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of CYMC staff continued periodically throughout the rest of 2007. Thinking for a Change and LEAPS small group interventions began in July.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line by the end of the fiscal year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff worked with CIO and ISD to develop a pilot version of the dashboard system. It was presented to the Department's Operations Committee in July and to the Justice Deputies in August. The production system will be developed by the end of 2007 and implementation of outcome and performance indicator reporting will begin in early 2008.

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ROBERT B. TAYLOR  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



March 31, 2008

TO: Each Supervisor  
*Robert B. Taylor*  
FROM: Robert B. Taylor  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – SIXTH QUARTERLY  
REPORT (JANUARY 2008 – MARCH 2008)**

Pursuant to your Board's September 26, 2006 instruction, this is our Sixth Quarterly Report regarding the implementation of Camp Redesign, which covers January through March 2008. The context for camp redesign implementation continues to be five Child Welfare League of America program audit recommendations, the Department's commitment to implementing Evidence-Based Practices (EBP) throughout Probation juvenile camp and adult and juvenile field office operations, and the United States Department of Justice (DOJ) review of camp operations.

This report provides an update on 1) our 14-point camp redesign implementation strategy as reflected in Attachment I, and 2) our accomplishment of the seven camp redesign goals identified in our initial quarterly status report as reflected in Attachment II.

### **I. CAMP REDESIGN IMPLEMENTATION GOALS & 14-POINT STRATEGY**

As indicated in previous reports, the Department's three primary Camp Redesign goals are:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps;
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP; and
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

To accomplish the above three goals, in February 2007, the Department established a 12-point Camp Redesign strategy for the eight camps that are part of Phase 1 implementation of EBP – six Challenger Memorial Youth Center camps, and Camps



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Each Supervisor  
March 31, 2008  
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Scott and Scudder. Last summer, the Department developed two additional strategies (Nos. 13 and 14) pursuant to Board motions. Our 14-point Camp Redesign strategy and implementation status are summarized in Attachment I. Please note that ***current implementation issues are identified in bold italics.***

As we move forward with Camp Redesign implementation, we are pleased to report that Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, and are very interested in effective implementation of our strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 8-9 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps. The Presiding Judge of the Juvenile Court has disseminated a three-page discussion draft on revised juvenile camp and court procedures to all delinquency court judicial officers. Together, we are reviewing the comments and suggestions of the judicial officers. Implementation is tentatively scheduled for July 1, 2008.

## **II. STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL REPORT**

In the First Quarterly Report, the Department identified seven specific goals associated with Camp Redesign. These goals and their implementation status are summarized in Attachment II.

We will continue to report our progress in accomplishing these goals and strategies in future quarterly reports. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources approved by your Board in the latter half of 2007.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

- c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
William T Fujioaka, Chief Executive Officer  
Doyle Campbell, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Wendy Watanabe, Acting Auditor-Controller  
Raymond G. Fortner, Jr., County Counsel  
Michael J. Henry, Director of Personnel  
Dr. Bruce Chernof, Director, Department of Health Services  
Dr. Marvin J. Southard, Director, Department of Mental Health  
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education  
Justice Deputies

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## ATTACHMENT I

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
1	<p><b>Assessments</b> – All youth will have the following assessments within 15 days of arrival in camp:</p> <ul style="list-style-type: none"> <li>• Current (within past 5 months) and valid Los Angeles Risk and Resiliency Check-up (LARRC)</li> <li>• MAYSI-2 mental health screening</li> <li>• Comprehensive mental health assessment (if appropriate)</li> <li>• Psychosocial assessment (if needed to diagnose learning disabilities and/or special education needs)</li> <li>• Trailer assessments to diagnose the following learning responsibility factors:               <ul style="list-style-type: none"> <li>- Teen Addiction Severity Index (TASI) for assessment of alcohol and/or drug abuse</li> <li>- SNAP-IV assessment for ADHD and/or other disruptive behavior disorders, or DBDs</li> <li>- Diagnostic Interview Schedule for Children (DISC)</li> </ul> </li> </ul> <p>Evidence-based practices indicate that validated assessment tools, such as the LARRC, are key to (a) classifying juveniles according to risk of reoffending, (b) providing appropriate intervention and treatments to medium and high-risk delinquents, and (c) avoiding harm to low-risk juveniles.</p>	<p>The Department implemented a Camp Assessment Unit (CAU) at the Barry J. Nidorf Juvenile Hall in April 2007. It includes multidisciplinary staff from Probation, Department of Mental Health (DMH), and the Los Angeles County Office of Education (LACOE) that are assigned to:</p> <ul style="list-style-type: none"> <li>• Complete LARRC assessments as needed.</li> <li>• Work closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps.</li> <li>• Conduct additional mental health assessment of medium and high-risk juvenile delinquents identified as having mental health issues.</li> <li>• Conduct additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.</li> </ul> <p>The Department has the LARRC, MAYSI-2, and comprehensive mental health assessments in place. CAU staff have developed a detailed flow script of the camp assessment process.</p> <p>The CAU currently has 8 Probation staff, 2 DMH staff, and 1 FTE LACOE staff. <b>CAU needs additional DMH and LACOE staff to ensure that juvenile assessments are completed in a timely manner, so that youth ordered to camp are not held in juvenile halls awaiting proper evaluation.</b></p> <p><b>Although the Department has identified appropriate trailer assessments, Probation and/or DMH staff still need to be trained in administering and interpreting them.</b></p>

***Please note: Current implementation issues are identified in bold italics.***



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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
2	<p><b>Case Plans</b> – All youth will receive a completed juvenile case plan within 30 days of arrival in camp. All youth will have a completed juvenile case plan filed with the Juvenile Court within 45 days of arrival in camp.</p> <p>The Probation Department is working with the Juvenile Court to revise court reports along the following proposed lines:</p> <ul style="list-style-type: none"> <li>- 15-day reports until the youth is actually placed in camp.</li> <li>- 45-day progress report containing assessment results and case plan within 30 days of youth's arrival in camp.</li> <li>- 6-month progress report for youth remaining in camp beyond 6 months.</li> <li>- Release report at least 30 days prior to the youth's release.</li> </ul>	<p>The Department is developing a new Probation Case Management System (PCMS) that will provide a single, integrated juvenile case plan for use in the camps and in the field (for both home on probation and placement cases). <b>However, implementation of PCMS has been delayed to September 2008.</b> In the meantime, TRC consultants and RTSB staff in the Phase 1 camps are developing an interim case planning guide to capture key risk factors, criminogenic needs, responsibility factors, and treatment programs for case planning purposes.</p>
3	<p><b>RTSB Academy</b> – All new camp staff will complete the RTSB Academy, including training in EBP principles, practices and staff skills.</p>	<p>In late 2006, the Department established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first Academy class of 23 staff began on December 11, 2006 and graduated on January 5, 2007. After that, 99 additional staff graduated from that Academy.</p> <p>RTSB and the Training &amp; Learning Development Services (TLDS) Division updated the RTSB Training Academy curriculum to incorporate EBP training and additional courses to address DOJ issues identified in the camps. The Department began training new RTSB staff in the revised curriculum on September 4, 2007; they graduated on October 11, 2007. Since then, 58 staff graduated from that Academy.</p> <p>The RTSB Academy has been suspended for the past 3 months, so that the Department could use the trainers to (a) catch up on JCOC core training and (b) become CCP/MI trainers that will train remaining RTSB staff in CCP/MI.</p>

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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
4	<p><b>EBP Staff Skills Training</b> – All camp staff will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>EBP Principles:</b> 4-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)</li> <li>• <b>Core Correctional Practices:</b> 16-hour training in the effective use of authority, appropriate role modeling and reinforcement, problem solving, and quality of interpersonal relationships</li> <li>• <b>Motivational Interviewing:</b> 20-hour training in effective communication with juvenile delinquents.</li> <li>• <b>Effective Case Management:</b> 16-hour training in the essential elements of successful case management – problem definition/analysis; review of previous successes and failures; and establishment of priorities for behavioral change, achievable goals and measurable outcomes, and specific steps and timetables for accomplishing them.</li> </ul> <p>All other persons providing educational, human, and support services in camps (e.g., Probation night staff, LACOE teachers, CBO service providers, and faith-based organization (FBO) volunteers) will receive 8 hours of training in Core Correctional Practices.</p>	<p>In 2007, TRC consultants and 21 RTSB trainers trained more than 250 camp staff from Challenger and Scott/Scudder in these EBP-related skills. RTSB trainers also trained 8 Probation night staff in the 8-hour Core Correctional Practices. There are currently two weeks of CCP training scheduled from May 27 – June 6, 2008, where approximately 115 remaining night staff are anticipated to be trained. In addition, in February-March 2008, TRC consultants trained another 17, TLDS, RTSB, and AFSB staff to become both EBP/CCP and MI trainers. They will complete their certification in April 2008. Beginning in March 2008, these EBP/CCP and MI trainers are training all remaining camp staff and supervisors in the 40-hour course.</p> <p><i>In April 2008, RTSB will begin a booster training of all Challenger staff in EBP/CCP and MI.</i></p> <p><i>In June 2008, TRC consultants will train one final group of 16-20 juvenile and adult field services staff as EBP/CCP and MI trainers, so they can train all field staff in the 40-hour course.</i></p> <p><i>One of the comprehensive educational reform recommendations is to provide at least the 8-hour CCP training (and preferably 40-hour EBP/CCP and MI training) to all DMH staff and LACOE teachers working in the camps.</i></p>



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**14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS**

No.	Camp Redesign Strategy	Implementation Status
5	<p><b>EBP Supervisor Skills Training</b> – All camp supervisors will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>Evidence-Based Management (EBM) / Evidence-Based Supervision (EBS)</b> – a 16-hour course to teach SDPOs and Probation Directors the key elements of implementing EBP successfully: (a) understanding the change process and ways in which managers and supervisors can positively influence organizational change initiatives; (b) understanding the differences between transactional and transformational leadership models; (c) understanding the differences between tactical and strategic thinking in implementing organizational change; and (d) demonstrating various managerial and supervisory techniques for motivating staff to support and be committed to organizational change.</li> <li>• <b>Advancing Skill Sets and Interaction Styles of the Security &amp; Support Team (ASSIST)</b>: a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in social learning principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.</li> </ul>	<p>TRC consultants have taught 3 EBM/EBS classes to 69 camp supervisors, directors and regional directors under Work Order No 7-38:</p> <ul style="list-style-type: none"> <li>• September 17-18</li> <li>• October 18-19</li> <li>• November 7-8</li> <li>• TRC consultants have taught 1 EBM/EBS class to 13 camp supervisors, directors and regional directors under Contract No. 70645; they are scheduled to teach 1 more class of the remaining 18 camp supervisors:</li> <li>• March 12-13; April 22-23</li> </ul> <p><b>TRC consultants will begin the first of 6 ASSIST training sessions to supervisors in all juvenile camps in late May 2008.</b></p>

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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
6	<p><b>EBP Interventions</b> – Selected camp staff will be trained to run small groups in the following 5 EBP interventions:</p> <ul style="list-style-type: none"> <li>• <b>Making Changes/Getting Motivated to Change:</b> pre-treatment curriculum that would be administered to all boys or girls, respectively, in the first 15 days of their stay in camp to determine their readiness for EBP treatments.</li> <li>• <b>Girls Moving On (GMO):</b> 50-60-hour cognitive restructuring curriculum delivered in small group sessions to all girls in Camps Scott and Scudder.</li> <li>• <b>Thinking for a Change (T4C):</b> 44-66-hour cognitive restructuring curriculum delivered in small group sessions to youth in the other 16 juvenile camps.</li> <li>• <b>Aggression Replacement Training (ART):</b> 30-45 hour cognitive-behavioral skills training curriculum for high-risk juveniles that involves structured learning, anger control, and moral reasoning.</li> <li>• <b>Pathways to Self-Discovery and Change:</b> 32-48 hour cognitive-behavioral skills curriculum targeted for youth referred to treatment due to co-occurring problems with delinquent conduct and substance abuse. This intervention is designed to have the first one-third of the curriculum delivered in an institutional setting and the remaining two-thirds delivered in a community setting, so it is an ideal collaboration between the RTSB and Camp Community Transition Program (CCTP).</li> </ul>	<p>TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She is beginning booster training of T4C facilitators at Camps Scobee and Smith in April 2008. She will begin booster training of T4C facilitators in Camps Gonzales and Rocky in June 2008.</p> <p>TRC consultant Marilyn Van Dielen trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and booster training in November 2007. She is scheduled to begin training another 15 GMO facilitators from Camps Scott and Scudder in April 2008.</p> <p><b>RTSB management is developing a 90-day plan to address issues encountered in implementing EBP interventions in the Phase 1 and 2 camps:</b></p> <ul style="list-style-type: none"> <li>• <b>Scheduling EBP interventions within the time constraints imposed by the 5-hour school day, 25 hours of recreation/physical education per week, and non-EBP activities that currently occur in camps.</b></li> <li>• <b>Scheduling EBP small group sessions within the constraints imposed by 56-hour shifts in camps.</b></li> <li>• <b>Collecting and processing the data for fidelity assessment of EBP small group interventions.</b></li> <li>• <b>Instituting a behavioral management system to support the new behaviors juveniles are learning in the EBP treatment groups and other interventions.</b></li> </ul>



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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
7	<b>Gender-Specific Camps</b> – Camp staff at Scott/Scudder will receive training that is evidence-based, female-responsive, and trauma-informed.	Before the Department reopened Camp Scudder in January 2007, camp staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott.
8	<b>Challenger Memorial Youth Center (CMYC) Camps</b> – Camp staff at all 6 Challenger camps will receive training in EBP staff skills and EBP interventions.	During the previous quarter, TRC consultants and 21 RTSB trainers trained about 230 staff from Challenger camps in EBP-related staff skills.  TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She is beginning booster training of T4C facilitators at Camps Scobee and Smith in April 2008. She will begin booster training of T4C facilitators in Camps Gonzalez and Rockey in June 2008. <b>RTSB management and TRC consultants are currently focusing on implementation of EBP interventions (i.e., T4C) in Camps Scobee and Smith.</b>

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**14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS**

No.	Camp Redesign Strategy	Implementation Status
9	<p><b>Behavior Management System</b> – Revise the existing Behavior Management System(s) to be consistent with EBP principles. In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of behavioral change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.</p>	<p>RTSB completed development of a new Behavior Management System (BMS) to be implemented at all 18 camps; it will:</p> <ul style="list-style-type: none"> <li>• Use a merit ladder to score 6 categories of daily behavior;</li> <li>• Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;</li> <li>• Help youth internalize positive social controls;</li> <li>• Restructure a youth's internal reward and incentive system from a focus on just material objectives to pro-social human relational goals; and</li> <li>• Involve implementing behavior modification stores to reward acceptable juvenile behavior.</li> </ul> <p>RTSB implemented the new BMS in Camp Scott in November, in Camp Scudder in December 2007, and Camp Scobee in January 2008. RTSB will implement BMS in all remaining camps by the end of June 2008.</p>
10	<p><b>Life Excelerator – Assessment of Personal Skills (LEAPS)</b> – Teach 38 modules of the curriculum in all camps. Each module provides 1 hour of training per week in a specific social-emotional skill in one of eight categories: friends, school rules, stress and anxiety, respecting self and others, anger and emotional management, communication and presentation, managing time and attention, and social life.</p>	<p>In March 2007, the Department began implementing 38 modules of the LEAPS curriculum in all camps. <i>Probation would like to use the 5<sup>th</sup> hour of the school day to teach the LEAPS curriculum, have LACOE teachers co-facilitate the LEAPS small group sessions, and have LACOE teachers incorporate LEAPS skills training in their educational curriculum.</i></p>



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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
11	<p><b>Program Evaluation</b> – Camp Redesign implementation needs to be evaluated to ensure effective:</p> <ul style="list-style-type: none"> <li>• Screening of youth to determine if camp is appropriate for them</li> <li>• Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)</li> <li>• Camp assignment based on risk scores and responsivity factors</li> <li>• Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)</li> <li>• Internal classification of youth to specific living units</li> <li>• Initial case planning within the first 30 days in camp</li> <li>• Pre-testing for any EBP treatments</li> <li>• Service delivery: EBP interventions, educational services, health and mental health services, and other activities</li> <li>• Case management to review each youth's progress in camp</li> <li>• Behavior management system implementation</li> <li>• Post-testing for any EBP treatments</li> <li>• Reassessment and case plan updates for aftercare.</li> </ul>	<p>The Department's Program Evaluation Office (PEO) staff have attended all the EBP training provided to date; this includes:</p> <ul style="list-style-type: none"> <li>• EBP principles</li> <li>• Core Correctional Practices</li> <li>• Motivational Interviewing</li> <li>• Thinking for a Change</li> <li>• Girls Moving On.</li> </ul> <p>PEO staff worked with RTSB management to develop a prototype program statement for Camp Scobee that is to be replicated/customized by all the other camps. It was completed in December 2007.</p> <p><b>RTSB and PEO need to establish data collection systems to capture and process data needed for fidelity assessments of LARRCs, case plans, use of EBP staff skills, EBP small groups, and use of the behavior management system.</b></p>

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## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
12	<p><b>Collaboration Efforts</b> – The Department needs to reach out to other County departments/agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation.</p>	<p><b>Camp Glenn Rocky:</b> Probation is collaborating with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant. <i>Implementation of this initiative was delayed by (a) delays in hiring DMH clinical staff and (b) State budget proposals that would have eliminated MIOCR funding. Implementation began in November 2007 instead of June 2007.</i></p> <p><b>Camps Scott &amp; Scudder:</b> Probation has included representatives from the Girls Collaborative on the EBP steering committee. <i>RTSB is planning to train CBO staff along with Probation and DMH staff as small group facilitators for EBP interventions.</i></p>
13	<p><b>Comprehensive Education Reform</b> – On June 19<sup>th</sup>, the Board of Supervisors directed the Probation Department, LACOE, and seven other agencies to develop a comprehensive plan to dramatically reform education programs in the County's juvenile halls and probation camps and to consider vocational schools and creative partnerships with community colleges.</p>	<p><b>Camp Gonzales:</b> Probation staff and TRC consultants have met with camp CBOs to discuss the need for realignment with EBP and the process for CBO accreditation based on the Correctional Program Checklist (CPC).</p> <p>On July 23, 2007, the Department convened its initial Education Reform Committee meeting of the designated agencies. The Committee has met 14 times since then. It issued its initial draft report in August 2007. The Chief Probation Officer has presented the draft report to the CPC, the ECC, the Probation Commission, the LACOE Board, Probation staff, the Public Safety Cluster, and participants at the March 17<sup>th</sup> Community Corrections Collaborative Conference. <i>We anticipate providing a final report to the Board of Supervisors on May 6, 2008.</i></p>



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LA COUNTY PROBATION

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ATTACHMENT I

**14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS**

No.	Camp Redesign Strategy	Implementation Status
14	<p><b>Probation Outcomes and Performance Indicators</b> – On July 31<sup>st</sup>, your Board directed the County's Chief Executive Officer and the Probation Department to (a) clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on EBP, and the performance measures for each outcome, and (b) clearly define the roles of all parties in outcomes which involve other departments/agencies to eliminate any confusion, duplication and promote efficiency and accountability. On August 30<sup>th</sup>, the Chief Executive Officer and the Chief Probation Officer submitted a brief progress report on our plans to do so.</p>	<p>The Department is using the following process to develop and implement expected outcomes and indicators:</p> <ol style="list-style-type: none"> <li>1. Establishing a Departmental consensus on primary and intermediate outcomes;</li> <li>2. Establishing programmatic performance indicators that are linked to outcomes;</li> <li>3. Determining the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;</li> <li>4. Establishing an existing baseline for each expected outcome and performance indicator; and</li> <li>5. Establishing standards and intermediate targets for each expected outcome and performance indicator and target dates for beginning to report each one, based on when and how the underlying data will become available.</li> </ol> <p>The Department is working with the Chief Information Officer to develop a Dashboard Reporting System comparable to the one recently piloted by DCFS; the Department provided a demonstration of the prototype version to your Justice Deputies on August 15, 2007. <i>The initial production system is expected to be operational by September 2008.</i></p> <p><i>The production system will subsequently be expanded to support various performance measurement and reporting purposes (including Performance Counts!) as well as accomplishment of MAPP goals by the Department.</i></p>

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## ATTACHMENT II

IMPLEMENTATION STATUS OF CAMP REDESIGN GOALS  
IDENTIFIED IN INITIAL QUARTERLY REPORT

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at four of six CMYC camps (McNair, Resnik, Scobee, and Smith) which house the highest risk offenders.	As of August 31, 2007, all 335 CMYC camp staff items (41 GSNs, 197 DPO Is, 68 DPO IIs, and 29 SDPOs) were filled. Thus, all DPO I and II positions counted in the budgeted staff-to-minors ratio of 1:8 (and 1:10 at other camps) were filled. However, due to attrition, medical leaves, and an internal hiring freeze needed to ensure juvenile halls receive priority staffing levels, <i>these ratios have not been sustained due to the priority given to staffing the juvenile halls at required ratios.</i>
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juveniles.	The Department is utilizing a strategic planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010. Probation management presented the Department's 4 strategic initiatives at the March 17 <sup>th</sup> Community Corrections Collaborative conference. <i>The strategic plan will be completed in May/June 2008.</i>
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department is implementing its Camp Redesign strategy in the Phase 1 camps (Scott, Scudder, and Scobee) and Phase 2 camps (Gonzales, Rocky, and Smith). TRC continues to assist the Department with integration of EBP principles, activities, and programs with CCTP and juvenile field staff.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began the first round of EBP staff skills in April 2007 and EBP interventions training in May 2007. The Department and TRC began the second round of EBP staff skills in February and EBP interventions training in March 2008.
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began the first round of EBP staff skills in April 2007 and EBP interventions training in May 2007. The Department and TRC began the second round of EBP staff skills in February and EBP interventions training in March 2008.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line by July 1, 2008. System implementation was delayed by technical issues associated with (a) the interface to the State Training Certification (STC) system and (b) conversion of historical data from the old Registrar system.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff worked with CIO and ISD to develop a pilot version of the Dashboard Reporting System. It was presented to the Department's Operations Committee in July and to the Justice Deputies in August 2007. The initial production system is expected to be operational by mid-year 2008. The production system will subsequently be expanded to support various performance measurement and reporting purposes (including Performance Counts!) as well as accomplishment of MAPP goals by the Department.



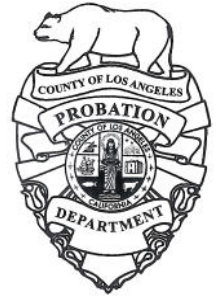


**ROBERT B. TAYLOR**  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



July 3, 2008

TO: Each Supervisor  
FROM: *Robert B. Taylor*  
Robert B. Taylor  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN  
SEVENTH QUARTERLY REPORT (APRIL 2008 – JUNE 2008)**

Pursuant to your Board's September 26, 2006 instruction, this is our Seventh Quarterly Report regarding the implementation of Camp Redesign, which covers April through June 2008. The context for camp redesign implementation continues to be five Child Welfare League of America program audit recommendations, the Department's commitment to implementing Evidence-Based Practices (EBP) throughout Probation juvenile camp and adult and juvenile field office operations, and comprehensive educational reform in the juvenile halls and camps.

This report provides an update on 1) our 14-point camp redesign implementation strategy as reflected in Attachment I, and 2) our accomplishment of the seven camp redesign goals identified in our initial quarterly status report as reflected in Attachment II.

### **I. CAMP REDESIGN IMPLEMENTATION GOALS & 14-POINT STRATEGY**

As indicated in previous reports, the Department's three Camp Redesign goals are to:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps;
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP; and
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

To accomplish the above three goals, in February 2007, the Department established a 12-point Camp Redesign strategy for the eight camps that are part of Phase 1 implementation of EBP – six Challenger Memorial Youth Center camps, and Camps Scott and Scudder. Last summer, the Department developed two additional strategies

(Nos. 13 and 14) pursuant to Board motions. Our 14-point Camp Redesign strategy and implementation status are summarized in Attachment I. ***Current implementation issues are identified in bold face italics.***

As we move forward with Camp Redesign implementation, we are pleased to report that Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, and are very interested in effective implementation of our strategies. They have indicated their willingness to support 5-7 month camp orders for medium-risk juvenile delinquents and 7-9 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps. The Presiding Judge of the Juvenile Court has disseminated a three-page discussion draft on revised juvenile camp and court procedures to all delinquency court judicial officers. Together, we are reviewing the comments and suggestions of the judicial officers. Implementation is tentatively scheduled for the end of 2008 when the Probation Case Management System (PCMS) and several additional EBP interventions are anticipated to have been implemented.

## **II. STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL REPORT**

In the First Quarterly Report, the Department identified seven specific goals associated with Camp Redesign. These goals and their implementation status are summarized in Attachment II.

We will continue to report our progress in accomplishing these goals and strategies in future quarterly reports. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources approved by your Board in the latter half of 2007.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
William T Fujioka, Chief Executive Officer  
Doyle Campbell, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Wendy Watanabe, Acting Auditor-Controller  
Raymond G. Fortner, Jr., County Counsel  
Michael J. Henry, Director of Personnel  
John F. Schunhoff, Ph.D., Interim Director, Department of Health Services  
Dr. Marvin J. Southard, Director, Department of Mental Health  
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education  
Justice Deputies



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
1	<p><b>Assessments</b> – All youth will have the following assessments within 15 days of arrival in camp:</p> <ul style="list-style-type: none"> <li>• Current (within past 5 months) and valid Los Angeles Risk and Resiliency Check-up (LARRC)</li> <li>• MAYSI-2 mental health screening</li> <li>• Comprehensive mental health assessment (if appropriate)</li> <li>• Psychosocial assessment (if needed to diagnose learning disabilities and/or special education needs)</li> <li>• Trailer assessments to diagnose the following learning responsivity factors:               <ul style="list-style-type: none"> <li>- Teen Addiction Severity Index (TASI) for assessment of alcohol and/or drug abuse</li> <li>- SNAP-IV assessment for ADHD and/or other disruptive behavior disorders, or DBDs</li> <li>- Diagnostic Interview Schedule for Children (DISC)</li> </ul> </li> </ul> <p>Evidence-based practices indicate that validated assessment tools, such as the LARRC, are key to (a) classifying juveniles according to risk of reoffending, (b) providing appropriate intervention and treatments to medium and high-risk delinquents, and (c) avoiding harm to low-risk juveniles.</p>	<p>The Department implemented a Camp Assessment Unit (CAU) at the Barry J. Nidorf Juvenile Hall in April 2007. It includes multidisciplinary staff from Probation, Department of Mental Health (DMH), and the Los Angeles County Office of Education (LACOE) that are assigned to:</p> <ul style="list-style-type: none"> <li>• Complete LARRC assessments as needed.</li> <li>• Work closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps.</li> <li>• Conduct additional mental health assessment of medium and high-risk juvenile delinquents identified as having mental health issues.</li> <li>• Conduct additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.</li> </ul> <p>The Department has the LARRC, MAYSI-2, and comprehensive mental health assessments in place. CAU staff have developed a detailed flow script of the camp assessment process.</p> <p>The CAU currently has 8 Probation staff, 2 DMH staff, and 1 FTE LACOE staff. <i>CAU needs additional DMH and LACOE staff to ensure that juvenile assessments are completed in a timely manner, so that youth ordered to camp are not held in juvenile halls awaiting proper evaluation.</i></p> <p><i>Although the Department has identified appropriate trailer assessments, Probation and/or DMH staff still need to be trained in administering and interpreting them.</i></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
2	<p><b>Case Plans</b> – All youth will receive a completed juvenile case plan within 30 days of arrival in camp. All youth will have a completed juvenile case plan filed with the Juvenile Court within 45 days of arrival in camp.</p> <p>The Probation Department is working with the Juvenile Court to revise court reports along the following proposed lines:</p> <ul style="list-style-type: none"> <li>- 15-day reports until the youth is actually placed in camp.</li> <li>- 45-day progress report containing assessment results and case plan within 30 days of youth's arrival in camp.</li> <li>- 6-month progress report for youth remaining in camp beyond 6 months.</li> <li>- Release report at least 30 days prior to the youth's release.</li> </ul>	<p>The Department is developing a new Probation Case Management System (PCMS) that will provide a single, integrated juvenile case plan for use in the camps and in the field (for both home on probation and placement cases).</p> <p><b>However, implementation of PCMS has been delayed to December 2008.</b> In the meantime, TRC consultants and RTSB staff in the Phase 1 camps are developing and implementing an interim case planning guide to capture key risk factors, criminogenic needs, responsivity factors, and treatment programs for case planning purposes.</p>
3	<p><b>RTSB Academy</b> – All new camp staff will complete the RTSB Academy, including training in EBP principles, practices and staff skills.</p>	<p>In late 2006, the Department established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first Academy class of 23 staff began on December 11, 2006 and graduated on January 5, 2007. After that, 99 additional staff graduated from that RTSB Academy and the Training &amp; Learning Development Services (TLDS) Division updated the RTSB Training Academy curriculum to incorporate EBP training and additional courses to address DOJ issues identified in the camps.</p> <p>The Department began training new RTSB staff in the revised curriculum on September 4, 2007; they graduated on October 11, 2007. Since then, 82 staff graduated from that Academy.</p> <p>The RTSB Academy was suspended for 4 months, so that the Department could use the trainers to (a) catch up on JCOC core training and (b) become CCP/ML trainers that will train remaining RTSB staff in CCP/ML. Another 21 staff will graduate on July 3, 2008.</p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
4	<p><b>EBP Staff Skills Training</b> – All camp staff will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>EBP Principles:</b> 4-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)</li> <li>• <b>Core Correctional Practices:</b> 16-hour training in the effective use of authority, appropriate role modeling and reinforcement, problem solving, and quality of interpersonal relationships</li> <li>• <b>Motivational Interviewing:</b> 20-hour training in effective communication with juvenile delinquents.</li> <li>• <b>Effective Case Management:</b> 16-hour training in the essential elements of successful case management – problem definition/analysis; review of previous successes and failures; and establishment of priorities for behavioral change, achievable goals and measurable outcomes, and specific steps and timetables for accomplishing them.</li> </ul> <p>All other persons providing educational, human, and support services in camps (e.g., Probation night staff, LACOE teachers, CBO service providers, and faith-based organization (FBO) volunteers) will receive 8 hours of training in Core Correctional Practices.</p>	<p>In 2007, TRC consultants and 21 RTSB trainers trained more than 250 camp staff from Challenger and Scott/Scudder in these EBP-related skills. RTSB trainers also trained 8 Probation night staff in the 8-hour Core Correctional Practices. In February-March 2008, TRC consultants trained another 17, TLDS, RTSB, and AFSB staff to become both EBP/CCP and MI trainers. They completed their certification in April 2008.</p> <p>In March 2008, these EBP/CCP and MI trainers began training all remaining camp staff and supervisors in the 40-hour course; all camp staff will be trained by the end of 2008.</p> <p><i>In July 2008, RTSB will begin a booster training of all Challenger staff in EBP/CCP and MI.</i></p> <p><i>In summer 2008, TRC consultants will train one final group of 16-20 juvenile and adult field services staff as EBP/CCP and MI trainers, so they can train all field staff in the 40-hour course.</i></p> <p><i>One of the comprehensive educational reform recommendations is to provide at least the 8-hour CCP training (and preferably 40-hour EBP/CCP and MI training) to all DMH staff and LACOE teachers working in the camps. LACOE has tentatively agreed to do so under a new Memorandum of Understanding between Probation and LACOE.</i></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
5	<p><b>EBP Supervisor Skills Training</b> – All camp supervisors will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>Evidence-Based Management (EBM) / Evidence-Based Supervision (EBS)</b> – a 16-hour course to teach SDPOs and Probation Directors the key elements of implementing EBP successfully: (a) understanding the change process and ways in which managers and supervisors can positively influence organizational change initiatives; (b) understanding the differences between transactional and transformational leadership models; (c) understanding the differences between tactical and strategic thinking in implementing organizational change; and (d) demonstrating various managerial and supervisory techniques for motivating staff to support and be committed to organizational change.</li> <li>• <b>Advancing Skill Sets and Interaction Styles of the Security &amp; Support Team (ASSISST)</b>: a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in social learning principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.</li> </ul>	<p>TRC consultants have taught 5 EBM/EBS classes to 69 camp supervisors, directors and regional directors under Work Order No 7-38:</p> <ul style="list-style-type: none"> <li>• September 17-18</li> <li>• October 18-19</li> <li>• November 7-8</li> </ul> <p>TRC consultants have taught 1 EBM/EBS class to 31 camp supervisors, directors and regional directors under Contract No. 70645:</p> <ul style="list-style-type: none"> <li>• March 12-13</li> <li>• April 22-23</li> </ul> <p><b>TRC consultants will begin the first of 6 ASSISST training sessions to supervisors in all juvenile camps in late July 2008.</b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
6	<p><b>EBP Interventions</b> – Selected camp staff will be trained to run small groups in the following 5 EBP interventions:</p> <ul style="list-style-type: none"> <li>• <b>Making Changes/Getting Motivated to Change:</b> pre-treatment curriculum that would be administered to all boys or girls, respectively, in the first 15 days of their stay in camp to determine their readiness for EBP treatments.</li> <li>• <b>Girls Moving On (GMO):</b> 50-60-hour cognitive restructuring curriculum delivered in small group sessions to all girls in Camps Scott and Scudder.</li> <li>• <b>Thinking for a Change (T4C):</b> 44-66-hour cognitive restructuring curriculum delivered in small group sessions to youth in the other 16 juvenile camps.</li> <li>• <b>Aggression Replacement Training (ART):</b> 30-45 hour cognitive-behavioral skills training curriculum for high-risk juveniles that involves structured learning, anger control, and moral reasoning.</li> <li>• <b>Pathways to Self-Discovery and Change:</b> 32-148 hour, cognitive-behavioral skills curriculum targeted for youth referred to treatment due to co-occurring problems with delinquent conduct and substance abuse. This intervention is designed to have the first one-third of the curriculum delivered in an institutional setting and the remaining two-thirds delivered in a community setting, so it is an ideal collaboration between the RTSB and Camp Community Transition Program (CCTP).</li> </ul>	<p>TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She conducted booster training of T4C facilitators at Camps Scobee and Smith in April 2008. She conducted booster training of T4C facilitators in Camp Rocky in May 2008. She conducted booster training of T4C facilitators in Camp Gonzales in June 2008.</p> <p>TRC consultant Marilyn Van Dielen trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and booster training in November 2007. She is scheduled to begin training another 15 GMO facilitators from Camps Scott and Scudder in April 2008.</p> <p><b>RTSB management is addressing issues encountered in implementing EBP interventions in the Phase 1 and 2 camps:</b></p> <ul style="list-style-type: none"> <li>• <b>Scheduling EBP interventions within the time constraints imposed by the 5-hour school day, 25 hours of recreation/physical education per week, and non-EBP activities that currently occur in camps.</b></li> <li>• <b>Scheduling EBP small group sessions within the constraints imposed by 56-hour shifts in camps.</b></li> <li>• <b>Collecting and processing the data for fidelity assessment of EBP small group interventions.</b></li> <li>• <b>Instituting a behavioral management system to support the new behaviors juveniles are learning in the EBP treatment groups and other interventions.</b></li> </ul>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
7	<b>Gender-Specific Camps</b> – Camp staff at Scott/Scudder will receive training that is evidence-based, female-responsive, and trauma-informed.	Before the Department reopened Camp Scudder in January 2007, camp staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott.
8	<b>Challenger Memorial Youth Center (CMYC) Camps</b> – Camp staff at all 6 Challenger camps will receive training in EBP staff skills and EBP interventions.	During the previous quarter, TRC consultants and 21 RTSB trainers trained about 230 staff from Challenger camps in EBP-related staff skills.  TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She conducted booster training of T4C facilitators at Camps Scobee and Smith in April 2008. <b>RTSB management and TRC consultants are currently following up on implementation of EBP interventions (i.e., T4C) in Camps Scobee and Smith.</b>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
9	<p><b>Behavior Management System</b> – Revise the existing Behavior Management System(s) to be consistent with EBP principles. In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of behavioral change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.</p>	<p>RTSB completed development of a new Behavior Management Program (BMP) to be implemented at all 18 camps; it will:</p> <ul style="list-style-type: none"> <li>• Use a merit ladder to score 6 categories of daily behavior;</li> <li>• Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;</li> <li>• Help youth internalize positive social controls;</li> <li>• Restructure a youth's internal reward and incentive system from a focus on just material objectives to pro-social human relational goals; and</li> <li>• Involve implementing behavior modification stores to reward acceptable juvenile behavior.</li> </ul> <p>Larry Vangor has just trained all camp supervisors in the new BMP. He is training camp staff in the new BMP, so they can implement the first phase of the BMP (merit ladder/camp stores) by the end of August 2008. He will subsequently train camp staff in implementation of the level system, so that can be implemented in all camps by the end of September 2008.</p>
10	<p><b>Life Excelsior – Assessment of Personal Skills (LEAPS)</b> – Teach 38 modules of the curriculum in all camps. Each module provides 1 hour of training per week in a specific social-emotional skill in one of eight categories: friends, school rules, stress and anxiety, respecting self and others, anger and emotional management, communication and presentation, managing time and attention, and social life.</p>	<p>In March 2007, the Department began implementing 38 modules of the LEAPS curriculum in all camps. <i>Probation is collaborating with LACOE on possible use of the 5<sup>th</sup> hour of the school day to teach the LEAPS curriculum, having LACOE teachers co-facilitate the LEAPS small group sessions, and having LACOE teachers incorporate LEAPS skills training in their educational curriculum.</i></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
11	<p><b>Program Evaluation</b> – Camp Redesign implementation needs to be evaluated to ensure effective:</p> <ul style="list-style-type: none"> <li>• Screening of youth to determine if camp is appropriate for them</li> <li>• Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)</li> <li>• Camp assignment based on risk scores and responsibility factors</li> <li>• Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)</li> <li>• Internal classification of youth to specific living units</li> <li>• Initial case planning within the first 30 days in camp</li> <li>• Pre-testing for any EBP treatments</li> <li>• Service delivery: EBP interventions, educational services, health and mental health services, and other activities</li> <li>• Case management to review each youth's progress in camp</li> <li>• Behavior management system implementation</li> <li>• Post-testing for any EBP treatments</li> <li>• Reassessment and case plan updates for aftercare.</li> </ul>	<p>The Department's Program Evaluation Office (PEO) staff have attended all the EBP training provided to date; this includes:</p> <ul style="list-style-type: none"> <li>• EBP principles</li> <li>• Core Correctional Practices</li> <li>• Motivational Interviewing</li> <li>• Thinking for a Change</li> <li>• Girls Moving On.</li> </ul> <p>PEO staff worked with RTSB management to develop a prototype program statement for Camp Scobee that is to be replicated/customized by all the other camps. It was completed in December 2007.</p> <p><b><i>RTSB and PEO need to establish data collection systems to capture and process data needed for fidelity assessments of LARRCs, case plans, use of EBP staff skills, EBP small groups, and use of the behavior management system.</i></b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
12	<p><b>Collaboration Efforts</b> – The Department needs to reach out to other County departments/agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation.</p>	<p><b>Camp Glenn Rockey:</b> Probation is collaborating with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant. <b>Implementation of this initiative was delayed by (a) delays in hiring DMH clinical staff and (b) State budget proposals that would have eliminated MIOCR funding. Implementation began in November 2007 instead of June 2007.</b></p> <p><b>Camps Scott &amp; Scudder:</b> Probation has included representatives from the Girls Collaborative on the EBP steering committee. <b>RTSB is planning to train CBO staff along with Probation and DMH staff as small group facilitators for EBP interventions.</b></p> <p><b>Camp Gonzales:</b> Probation staff and TRC consultants have met with camp CBOs to discuss the need for realignment with EBP and the process for CBO accreditation based on the Correctional Program Checklist (CPC).</p>
13	<p><b>Comprehensive Education Reform</b> – On June 19<sup>th</sup>, the Board of Supervisors directed the Probation Department, LACOE, and seven other agencies to develop a comprehensive plan to dramatically reform education programs in the County's juvenile halls and probation camps and to consider vocational schools and creative partnerships with community colleges.</p>	<p>On July 23, 2007, the Department convened its initial Education Reform Committee meeting of the designated agencies. The Committee has met 19 times since then. It issued its initial draft report in February 2008. The Chief Probation Officer has presented the draft report to the CPC, the ECC, the Probation Commission, the LACOE Board, Probation staff, the CEO's Public Safety Policy Committee, and participants at the March 17<sup>th</sup> Community Corrections Collaborative Conference. <b>We anticipate providing a final report to the Board of Supervisors on August 5, 2008.</b></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
14	<p><b>Probation Outcomes and Performance Indicators</b> – On July 31<sup>st</sup>, your Board directed the County's Chief Executive Officer and the Probation Department to (a) clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on EBP, and the performance measures for each outcome, and (b) clearly define the roles of all parties in outcomes which involve other departments/agencies to eliminate any confusion, duplication and promote efficiency and accountability. On August 30<sup>th</sup>, the Chief Executive Officer and the Chief Probation Officer submitted a brief progress report on our plans to do so.</p>	<p>The Department is using the following process to develop and implement expected outcomes and indicators:</p> <ol style="list-style-type: none"> <li>1. Establishing a Departmental consensus on primary and intermediate outcomes;</li> <li>2. Establishing programmatic performance indicators that are linked to outcomes;</li> <li>3. Determining the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;</li> <li>4. Establishing an existing baseline for each expected outcome and performance indicators; and</li> <li>5. Establishing standards and intermediate targets for each expected outcome and performance indicator and target dates for beginning to report each one, based on when and how the underlying data will become available.</li> </ol> <p>The Department is working with the Chief Information Officer to develop a Dashboard Reporting System comparable to the one recently piloted by DCFS; the Department provided a demonstration of the prototype version to your Justice Deputies on August 15, 2007. <b>The initial production system is expected to be operational by September 2008.</b></p> <p><b>The production system will subsequently be expanded to support various performance measurement and reporting purposes (including Performance Counts!) as well as accomplishment of MAPP goals by the Department.</b></p>



## IMPLEMENTATION STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL QUARTERLY REPORT

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at four of six CMYC camps (McNair, Resnik, Scobee, and Smith) which house the highest risk offenders.	As of August 31, 2007, all 335 CMYC camp staff items (41 GSNs, 197 DPO Is, 68 DPO IIs, and 29 SDPOs) were filled. Thus, all DPO I and II positions counted in the budgeted staff-to-minors ratio of 1:8 (and 1:10 at other camps) were filled. However, due to attrition, medical leaves, and an internal hiring freeze needed to ensure juvenile halls receive priority staffing levels, <b><i>these ratios have not been sustained due to the priority given to staffing the juvenile halls at required ratios.</i></b>
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juveniles.	The Department is utilizing a strategic planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010. Probation management presented the Department's 4 strategic initiatives at the March 17 <sup>th</sup> Community Corrections Collaborative conference. <b><i>The strategic plan will be completed in July 2008.</i></b>
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department is implementing its Camp Redesign strategy in the Phase 1 camps (Scott, Scudder, and Scobee) and Phase 2 camps (Gonzales, Rockey, and Smith). TRC continues to assist the Department with integration of EBP principles, activities, and programs with CCTP and juvenile field staff.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began the first round of EBP staff skills in April 2007 and EBP interventions training in May 2007. The Department and TRC began the second round of EBP staff skills in February and EBP interventions training in March 2008.
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began the first round of EBP staff skills in April 2007 and EBP interventions training in May 2007. The Department and TRC began the second round of EBP staff skills in February and EBP interventions training in March 2008.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line by July 1, 2008. System implementation was delayed by technical issues associated with (a) the interface to the State Training Certification (STC) system and (b) conversion of historical data from the old Registrar system.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff worked with CIO and ISD to develop a pilot version of the Dashboard Reporting System. It was presented to the Department's Operations Committee in July and to the Justice Deputies in August 2007. The initial production system is expected to be operational by mid-year 2008. The production system will subsequently be expanded to support various performance measurement and reporting purposes (including Performance Counts!) as well as accomplishment of MAPP goals by the Department.